

Tanzania National Voucher Scheme: Hati Punguzo



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Quarterly Report for October – December 2007

Prepared for

The Ministry of Health and Social Welfare, Tanzania

And

United States Agency for International Development

By

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LIST OF ACRONYMS

CHMT	Council Health Management Team
DPS	Director of Preventive Services
DED	District Executive Director
DMO	District Medical Officer
DVP	District Voucher Provider
EV	Equity Voucher
GIS	Geographic Information Systems
GPS	Global Positioning System
HPFP	Hati Punguzo Focal Person
IHRDC	Ifakara Health Research and Development Center
IV	Infant Voucher
IRKs	Insecticide Re-treatment Kits
MIS	Management Information System
MEDA	Mennonite Economic Development Associates
MoHSW	Ministry of Health and Social Welfare
MEC	Monitoring and Evaluation Contractor
MU	Monitoring Unit
MVC	Most Vulnerable Children
NMCP	National Malaria Control Program
NIMR	National Institute for Malaria Research
PS	Permanent Secretary
PPV	PLAN Project Voucher
PWV	Pregnant Woman Voucher
PMI	President's Malaria Initiative
PCB	Prevention Corruption Bureau
RM	Regional Manager
RMO	Regional Medical Officer(s)
TNVS	Tanzania National Voucher Scheme
TPRI	Tanzania Pesticide Research Institute
TPC	Training and Promotion Contractor
USAID	United States Agency for International Development
VDP	Voucher Distribution Point
VEO	Village Executive Officer
VHC	Village Health Committee
WEO	Ward Executive Officer
WV	World Vision
ZM	Zonal Manager
ZMCP	Zanzibar Malaria Control Program
ZV	Zanzibar Voucher

EXECUTIVE SUMMARY

This report covers the reporting period between October and December of 2007.

Distribution network continues to grow substantially. The number of retailers involved in the program grew by 7.8% (472) from 6,037 to 6,509 and the number of wholesalers increased from 241 to 260. This falls short of the goal to reach 8,000 retailers by the end of October, 2007, but MEDA still considers this a substantial achievement.

PWV distribution continues under USAID contract. The distribution of PWV under the USAID contract continued this quarter with 159,225 dispatched in October and November to DMO offices. No PWV were distributed in December due to the annual staff planning retreat and the Christmas holiday. The cumulative total of distributed vouchers at the end of this reporting quarter is 4,315,600.

IV distribution continues this quarter. 152,000 IV were distributed (78,850 in October, 62,400 in November, and 10,750 in December). This marked a cumulative total of 1,311,350 IVs distributed to 15 regions by the end of the quarter.

Voucher Redemption continues to grow. 159,146 PWVs were redeemed during the quarter making a cumulative total of 2,481,185. IV redemption has also increased to give a cumulative total of 345,951 of which 76,694 were redeemed during the quarter.

Redemption rates: By the end of the quarter, 105,652 PWV stub books had been returned to MEDA from the DMOs, representing a total number of 2,641,300 vouchers. Of this voucher subset, 2,081,710 have been redeemed by MEDA, making the effective redemption rate this quarter 79%. There are 399,475 vouchers that were received but corresponding stubs are still in the field.

11,989 IV stub books corresponding to 299,725 vouchers have been returned. Of this voucher subset, 191,832 vouchers have been redeemed by MEDA making the redemption rate this quarter 64%. Like the PWV, 154,119 IVs without corresponding stubs were returned to MEDA.

Collecting GPS coordinates of clinics and retailers continues. MEDA field teams continue to collect GPS coordinates in the 14 regions. To date, 3,000 clinics and 1,057 retailers and wholesalers have been mapped. Ten additional GPS units were ordered this quarter along with three additional cables for downloading information directly to a computer. The new units will be distributed to the remaining regions and Regional Managers will be trained how to collect and report this information.

IRKs distribution continues to be inactive. Without registration of KO tab 123, most of the regions have exhausted supplies of traditional Insecticide Retreatment Kits (IRKs).

Misuse investigations continue. No major cases of misuse were reported this quarter. MEDA continues to follow-up and work with local officials on outstanding cases. Plans continue for the addition of an internal Fraud & Investigation Unit that will focus specifically on such issues.

MEDA holds its 3rd annual staff retreat. In December all MEDA staff convened for the 3rd annual staff retreat at White Sands Resort. The retreat lasted four days and included representatives from major stakeholders, donors and partners. The theme of this year's retreat was "*A walk into the future.*" This year's retreat sought to strengthen working relations, build staff capacity, share experiences from the past year and to identify problems as well as potential solutions.

PERFORMANCE INDICATORS

Performance indicators for TNVS and MEDA appear in Table 2 appended to this document. They correspond to the Key Performance Indicators table developed and revised by the MoHSW and USAID.

1.0 STRATEGY: DESIGN AND IMPLEMENT SYSTEMS TO ENSURE EFFECTIVE AND EFFICIENT TRANSFER OF VOUCHERS TO PREGNANT WOMEN VIA THE RCH CLINICS

1.1 Vouchers Procured

Pregnant Women Vouchers (PWV):

There was no procurement activity this quarter. The previous stock was received in quarter 12 bringing total procurement to 4,500,000 PWVs since the beginning of the program.

Infant Vouchers (IV):

MEDA received 500,000 IVs in July from the second IV order, which was placed in June (last quarter). This makes a cumulative procurement of 1,375,000 IV since the beginning of program. In October this quarter an order of additional 1 million vouchers was placed. Half of the stock is expected to arrive early next quarter.

Equity Voucher (EV):

There has been no procurement activity this quarter and no new orders have been placed since the initial receipt of the 40,050 in February. In November PMI announced it would stop funding for the EV program due to poor performance in all six pilot districts.

Zanzibar Voucher (ZV):

MEDA ordered and received, from the printing company in South Africa, 100,000 ZVs in July 2007. The stock is expected to cover the voucher requirement for the pilot year, which targets pregnant women and infants. The voucher value is TSh 6,000 and the top up is fixed at TSh 1,000.

1.2 Regional Logistics Teams Identified and Trained

PWV (21 regions); IV (15 regions); EV (6 districts); ZV (10 districts)

MEDA Tanzania continues to operate at full staff capacity in all twenty-one (21) regions of mainland Tanzania. Each region has a team consisting of a Regional Manager and Driver. In Zanzibar, the voucher scheme is managed by a MEDA Regional Manager, Driver and two (2) counterparts each on Unguja and Pemba islands for a total of six (6) staff.

Program training and orientation were reinforced to all staff at the end-of-year staff retreat conducted on December 10-13, 2007. The staff retreat offers an excellent opportunity for staff to share and learn from the previous year's experiences, to meet program stakeholders and to receive orientation on program developments.

During this quarter, MEDA swapped the Tanga and Dar es Salaam regional Drivers and hired two (2) new Regional Managers in anticipation of a large-scale staff re-shuffle scheduled for early on in the next quarter.

Technology continues to supplement MEDA's logistics function as well as scale up staff retention efforts. Currently, all field teams are equipped with a laptop computer to ensure timely and accurate reporting. Moreover, to improve mapping capabilities, 14 teams are trained on use and equipped with a GPS unit to map clinic, retailer and important landmark locations. And to enhance this mapping capability, MEDA is testing Powertrack, a GPS enabled tracking device, in

one of the field vehicles; if successful, Powertrack will be fitted in all vehicles in the MEDA fleet. Furthermore, MEDA hopes to improve field-office communications through its contract with a telecommunications company which will equip all eligible staff with mobile phones, distributed during the annual retreat, and monthly top up.

The Human Resources policy and system review is ongoing and is scheduled to conclude by the end of the next quarter.

1.3 Vouchers Issued to the District Medical Officers

Employing the existing voucher replenishment mechanisms, MEDA continued to dispatch a 6-month voucher stock when DMO voucher stocks depleted by 50%. In the field, the vouchers are stocked at the DMO office and moved to clinics by clinic staff, district health officials when conducting supervision visits, and by MEDA RMs during monitoring visits to the clinics.

Pregnant Woman Voucher:

Due to the GF funding gap, MEDA did not distribute any PWVs from April to August. To encourage program continuity, MEDA entered into an agreement with USAID to cover the subsidy cost of the redeemed PWVs. The agreement facilitated the resumption of PWV distribution in August. By the end of December a total of 875,875 PWVs had been distributed to DMOs under the USAID contract. A total of 159,225 PWV were issued this quarter (105,325 in October, 53,900 in November and zero (0) in December). All of these PWV were issued under the USAID contract. This marked a cumulative total of 4,315,600 PWV distributed nationwide since the program launch.

Figure 1 shows the number of vouchers distributed compared with target numbers since the beginning of the project.

Figure 1: PWV issued to District Medical Officers (Cumulatively)

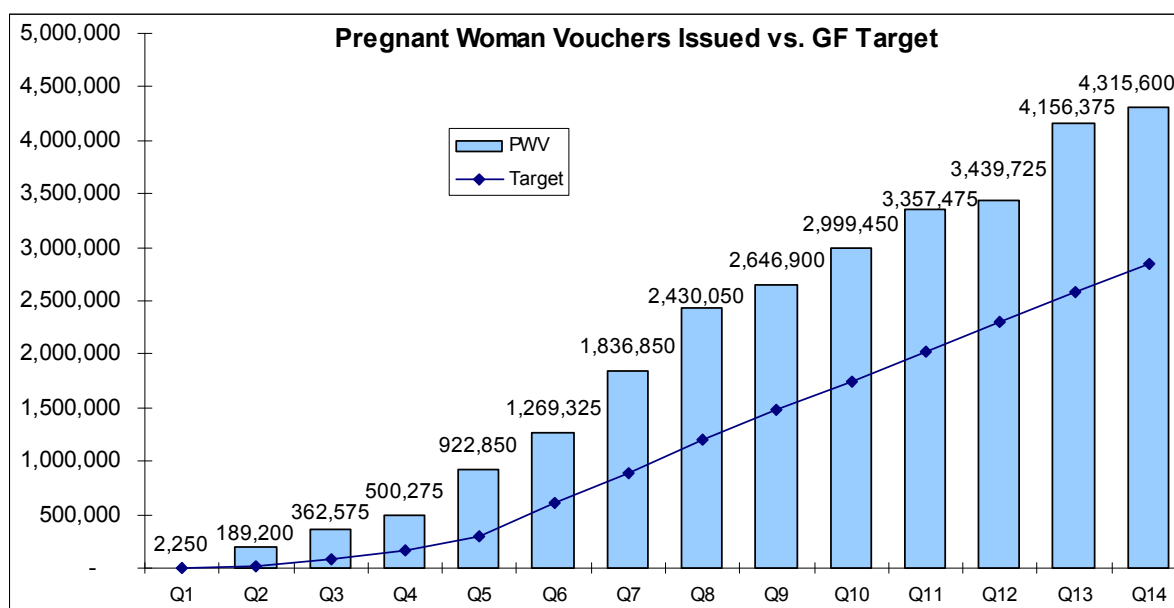
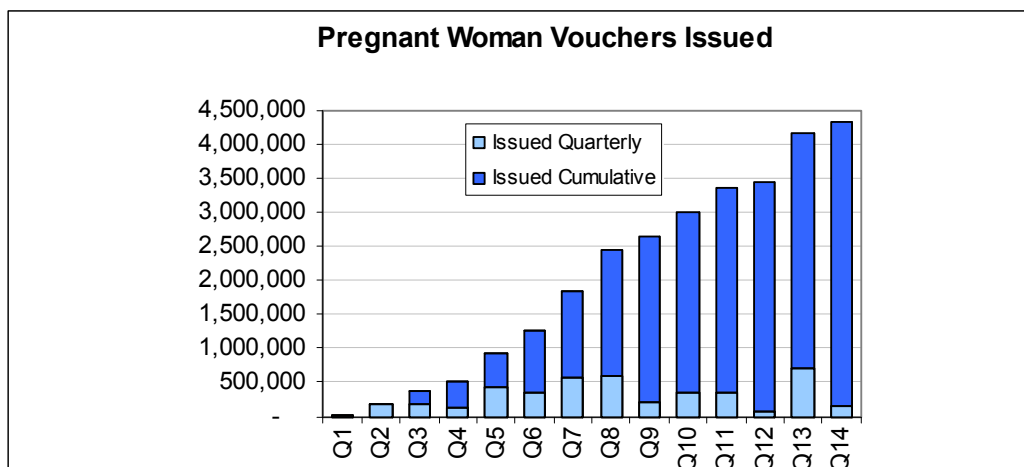


Figure 2: PWV issued to District Medical Officers (By Quarter and Cumulatively)

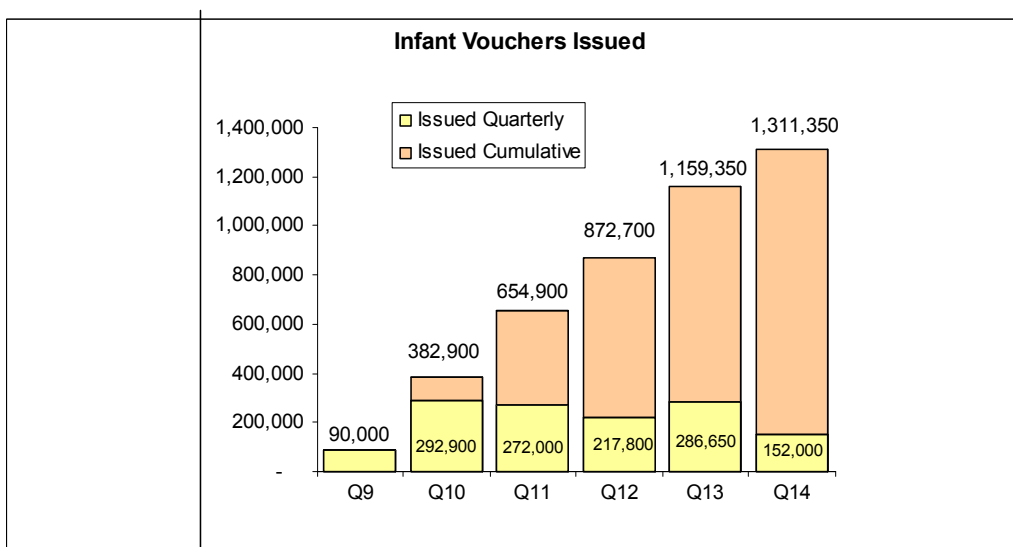


Infant Voucher:

During the quarter 152,000 IV were distributed (78,850 in October, 62,400 in November, and 10,750 in December). This marked a cumulative total of 1,311,350 IVs distributed to 15 regions by the end of the quarter. This is a decrease in the total number of IV distributed in the previous quarter. The low number of IV distributed in December is due to a break in operations related to the December staff retreat and holiday.

Figure 3 illustrates the number of IVs delivered to DMOs per quarter.

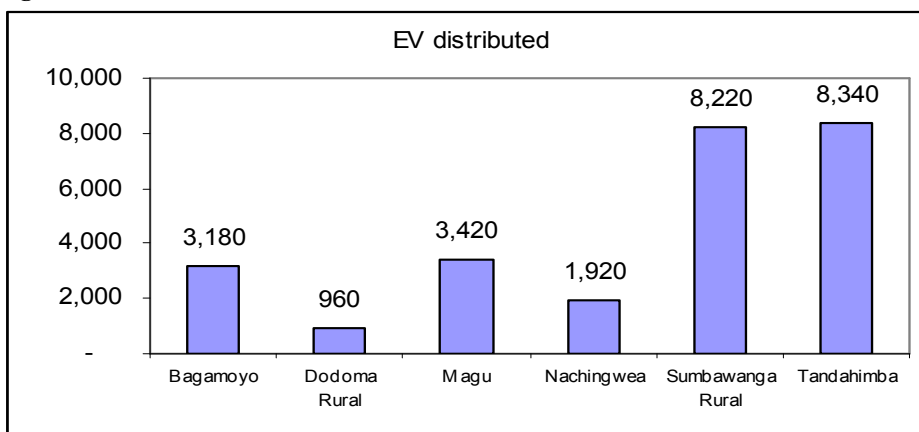
Figure 3: IVs issued to District Medical Officers



Equity Voucher:

There has been no replenishment of EVs to the 6 pilot districts since the initial supply of 26,040 were distributed in February and March.

Figure 4: EVs issued to the districts



2.0 STRATEGY: SET UP SYSTEMS OF FREE DISTRIBUTION OF IRKS TO MOTHERS OF INFANTS AT VACCINATION MILESTONES AT THREE AND NINE MONTHS

As reported last quarter, this strategy remains inactive. It should be noted that distribution of the long life KO Tab 1-2-3 will resume if and when the MoHSW has accepted the insecticide's TCRI registration and an addendum has been added to MEDA's contract.

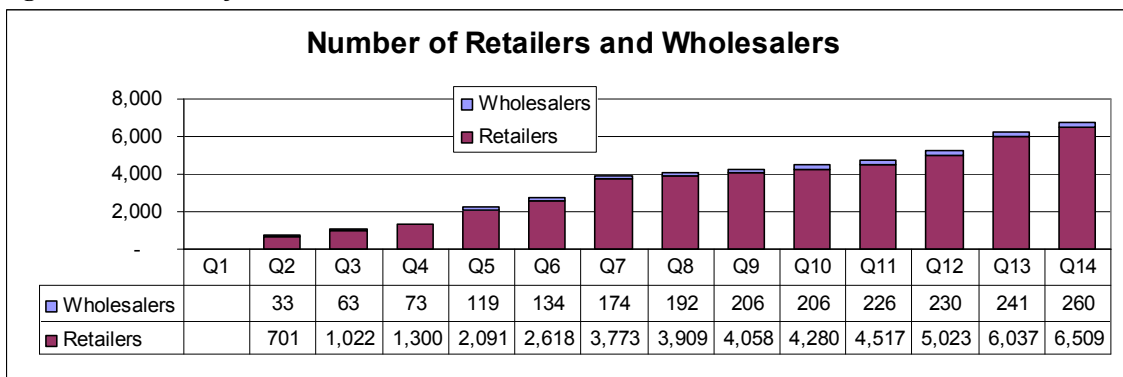
3.0 STRATEGY: IDENTIFY, TRAIN, & MONITOR SELECTED RETAIL OUTLETS ELIGIBLE TO RECEIVE VOUCHERS

3.1 Retail Outlets Identified and Trained In All Regions by Regional Teams

The number of retailers and wholesalers involved in the program grew by 7.8% and 7.9%, respectively, over the three month period. The number of retailers grew from 6,037 to 6,509 (an increase of 472 retailers) and the number of wholesalers increased from 241 to 260 (an increase of 19 wholesalers). (NOTE: MEDA has recruited one private sector outlet per RCH clinic in accordance with the established project target.) Now the regional teams are working towards a new and more aggressive target of increasing the number of retailers to at least two per RCH clinic particularly where the potential for new recruits is high.

Figure 5 depicts the growth of the commercial sector participating in the TNVS.

Figure 5: Number of Retailers and Wholesalers



MEDA also records the number of retailers and wholesalers per region and district. Table 1 indicates the number of retailers and wholesalers registered in the program in each region at the end of the quarter.

Table 1: Total Numbers of Retailers and Wholesalers as of December 31, 2007

Quarter 14 Figures		
Region	Total Retailers	Total Wholesalers
Arusha	186	11
Dar es Salaam	266	7
Dodoma	349	10
Iringa	295	8
Kagera	338	16
Kigoma	265	14
Kilimanjaro	305	17
Lindi	224	13
Manyara	159	7
Mara	379	14
Mbeya	388	19
Morogoro	378	16
Mtwara	206	11
Mwanza	444	18
Pwani	289	10
Rukwa	212	10
Ruvuma	349	9
Shinyanga	490	16
Singida	223	6
Tabora	342	11
Tanga	274	11
Nationwide	6361	254
Grand Total private sectors = 6,615		

4.0 STRATEGY: DESIGN AND MANAGE VOUCHER REDEMPTION SCHEME

4.1 System Design and Upkeep

The voucher redemption model continues to work well. This quarter MEDA continued to make payments to manufacturers and wholesalers based on scanned figure. This has proven itself to be a more accurate method. However, it does increase the time it takes for private sector parties to receive final payment. The former system, payment off the counting machine, allowed suppliers to be paid within 7 days. The current system extends payment to between 7 to 14 days.

4.2 Redemption Rates

PWV

By the end of the quarter, 105,652 PWV stub books had been returned to MEDA from the DMOs, representing a total number of 2,641,300 vouchers. Of this voucher sub-set, 2,081,710 have been redeemed by MEDA, making the effective redemption rate this quarter 79%. This represents a drop by 1% in the redemption rate from the previous quarter. MEDA has also received a total of 399,475 vouchers whose stubs are still in the field.

IV

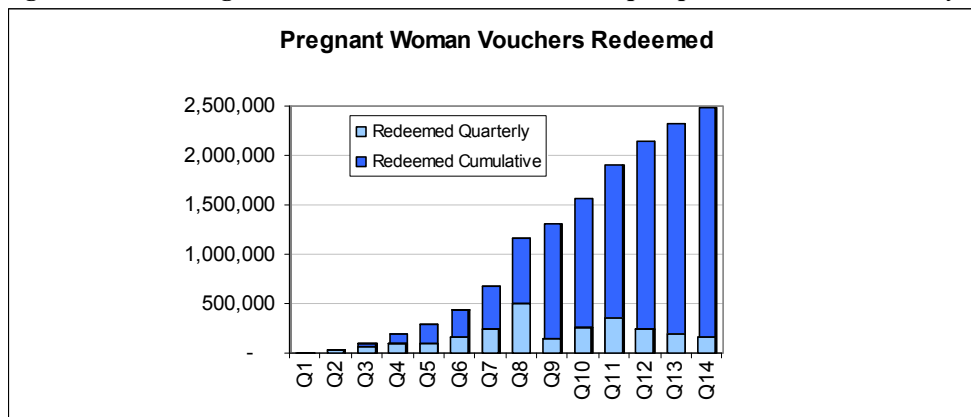
11,989 IV stub books (representing a total of 299,725 vouchers) have been received. Of these stubs, 191,832 vouchers subset were redeemed maintaining the same redemption rate with that of previous quarter of 64%;

4.3 Vouchers Redeemed and Coverage Rates

PWV:

Total vouchers returned during this quarter were 159,146 (61,584 in October, 72,618 in November and 24,944 in December). The average monthly return of the three reporting month in this quarter has declined to 53,048 compared to 64,128 of previous quarter. The decrease is directly attributable to a stoppage of operations in December for MEDA's annual staff retreat and holiday. The cumulative total returned since program start is 2,481,185 PWV.

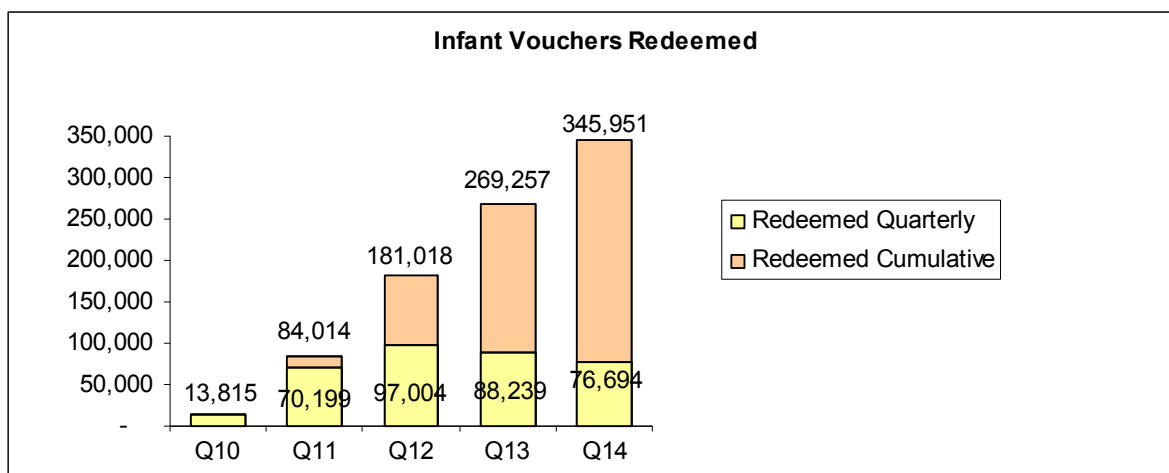
Figure 6: Total Pregnant Woman Vouchers Redeemed per quarter and cumulatively



IV:

During 14th quarter, 76,694 IV were returned being a running total of 32,755 in October, 30,782 in November and 13,157 in December. The average monthly return this quarter was 25,565 compared to 29,413 of previous quarter. The cumulative total returned since program start is 345,951.

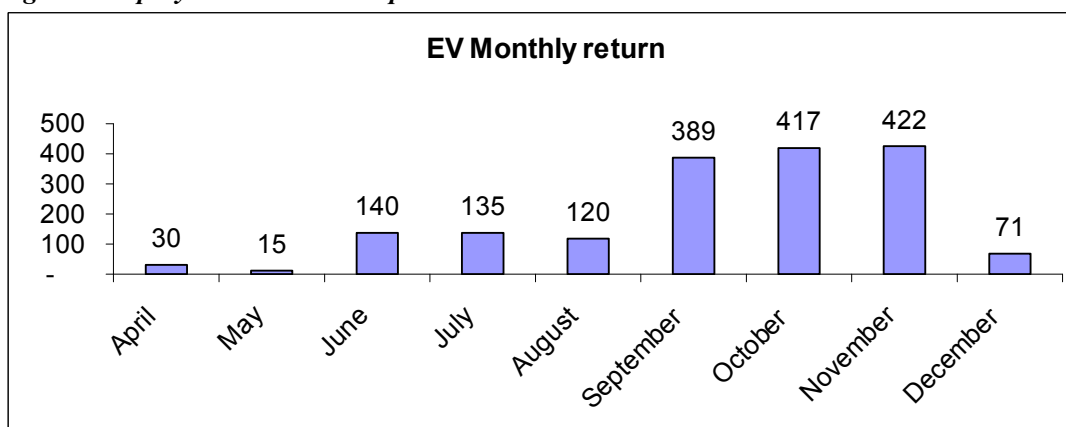
Figure 7: Total Infant Vouchers Redeemed per quarter and quarterly cumulative



Equity Voucher:

A total of 910 EVs were redeemed this quarter (417 in October, 422 in November and 71 in December). Redemption figures are expected to increase in the next quarter.

Figure 8: Equity Vouchers return per month



5.0 STRATEGY: DESIGN & IMPLEMENT RISK MANAGEMENT SYSTEMS TO MINIMIZE MISUSE & FRAUD

Efforts to curb and follow-up on cases of misuse continued this quarter. MEDA is happy to report that there were no major cases of misuse reported during the quarter, but it is still pushing local government and police officials to pursue existing cases. Looking ahead to next quarter MEDA is planning to institute a separate Fraud & Investigation Unit that will focus specifically on items of this nature.

6.0 ADDITIONAL COMMENTS

6.1 Zanzibar ITN Voucher Program

Phase I of the Zanzibar program came to end on December 31st, 2007. During this quarter voucher distribution exercise was completed in October as expected and the monitoring phase commenced in Unguja and Pemba in November 2007. MEDA has put forward a proposal for the unfunded extension through to May 31st, 2008; and plans to continue with monitoring activities at the clinics, retailers and wholesalers to ensure the movement of voucher is smooth. The early stages of the monitoring phase discovered a few challenges that were not unexpected. Some include cases where clinic staff would issue vouchers to only those recipients who have top ups; and a few retailers had not stocked LLINs. Such hurdles are expected to be ironed out as the monitoring continues through the unfunded gap extension.

By the end of the reporting period, there were 143 RCH clinics participating in the program while there were 148 and 6 retailers and wholesalers respectively.

For more details of the program in Zanzibar please refer to the final report of the Phase I activities.

6.2 PLAN Project Voucher (PPV)

The PLAN voucher first year program reached an end at the extended expiry date in the previous quarter. Overall results were very good, with a cumulative total of 108,423 vouchers issued to beneficiaries, of which 100,550 were utilized. The cumulative redemption rate for the program was 93%. Despite the success the program will not be continued for a second year. PLAN preferred not to use a voucher for round two and as a result the program came to a close.

6.3 GPS Mapping / Power Track

RCH, Retailer and Wholesaler Tracking

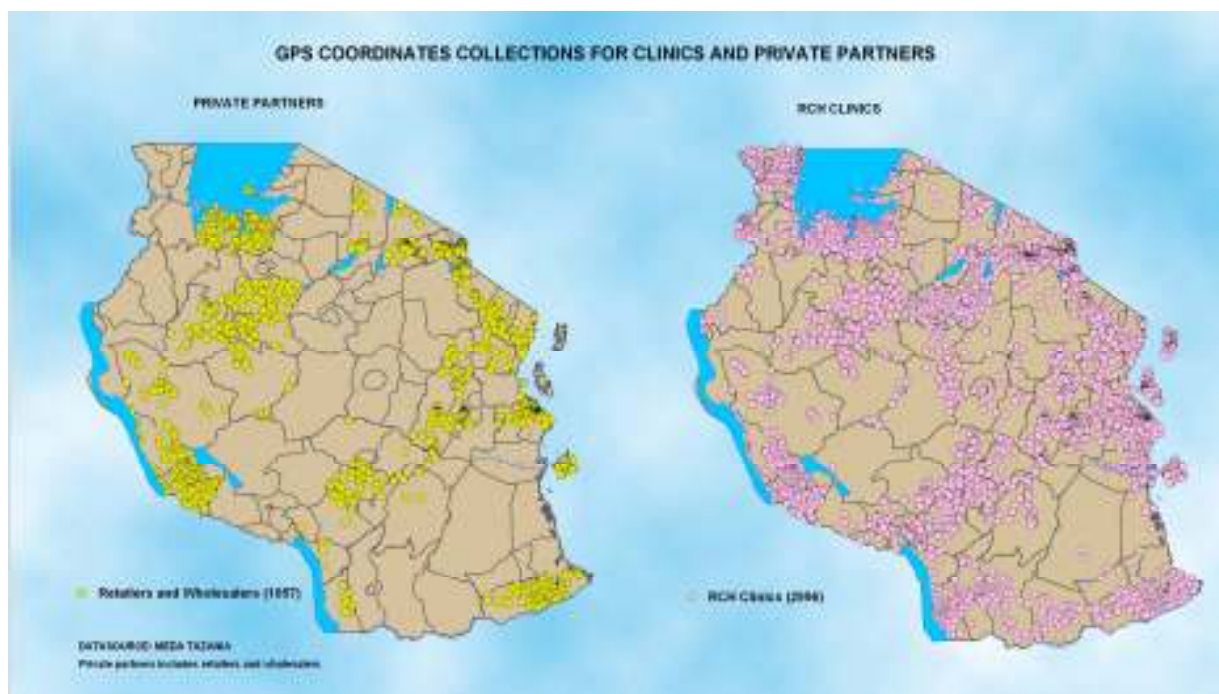
GPS Program

Efforts to collect GPS coordinates for RCH clinics and program retailers and wholesalers continued this quarter, although progress was slow. The total number of GPS coordinates for RCH clinics remains at 3,000, and the number of retailer and wholesaler coordinates is 1,057. The goal of the program is still to collect GPS coordinates for every RCH clinic and private sector participant. A significant amount of time was used at the December staff retreat to stress the need for this information. Also in December, 10 new GPS units were ordered in December for those regions that did not receive them previously. Three of the new units include connector cords capable of downloading information directly to a computer. These new units will be distributed and Regional and Zonal Managers will be trained on how to collect this information.

Power Track

MEDA continued to operate with one vehicle using the vehicle fleet management system called Power Track. All new vehicles MEDA purchases will be installed with Power Track. The plan for next quarter is to develop a method for using this system to collect location information. This information will be stored on MEDA's server in the Power Track database. MEDA will extract the location information, including GPS coordinates, and integrate it with its current database.

Figure 6. GPS coordinates at end of quarter



6.4 Special Events and Visitors

Annual Staff Retreat

In December, all MEDA staff convened at White Sands Resort for the 3rd annual staff retreat. It began on Monday, March 10 and ended on Thursday, March 13. During part of this time MEDA was joined by representatives from some of its donor and partner organizations, including the NMCP, World Vision, PSI, USAID, Research Triangle Institute, Kent House Ltd. and TMTL. It was a unique opportunity to review program implementation progress, celebrate successes, and address challenges and constraints faced during implementation, with a view to finding feasible solutions and chart the way forward. The theme of this year's retreat was "*A walk into the future*" and the retreat specifically sought to:

1. Strengthen working relations among MEDA staff and between MEDA and major project partners;
2. Build staff capacity and offer training on new initiatives;
3. Come up with ways to improve outputs and program performance and share experiences for enhanced outcomes;
4. Highlight opportunities for increased effectiveness based on MEDA's past performance;
5. Understand more fully the new components of the program, based on the new way of thinking in the Sector;
6. Identify problems in the field that constrain effective work performance and the quality of working life and propose practical solutions as well as next action steps upon staffs' return to the field;
7. Share findings on a Human Resources (HR) Survey on staff well-being and job satisfaction that was conducted earlier in the year.

There was a review of topics from last year, including voucher fraud and misuse, net price fluctuation and escalation and the goal to double retailers by October 31, 2007. New and ongoing topics included the collection of GPS coordinates and Power Track, the electronic voucher system and the Under Five Catch-Up Campaign. Field staff shared their experiences from the field and feedback was received from all of the partners.

7.0 CHALLENGES

The following issues are highlighted for special attention during the next quarter.

7.1 Infant Voucher

Next quarter MEDA expects to begin plans for IV roll out to the remaining six regions. This will involve coordination between MEDA Team Leaders, Coordinators and Field Teams, as well as the training sub-contractor, World Vision.

7.2 Equity Voucher

Due to poor overall success PMI ceased funding for the Equity Voucher program during this quarter. Utilization rates remain low at just over 3% and to date no stub books have been returned. In November, MEDA sent two members from HQ to Tandahimba district in Mtwara region to investigate the situation. It was discovered that registration had not been carried out and very few EV had been issued. MEDA submitted a final report listing all of the challenges and lessons learned from this project.

7.3 MEDA's Contract Addendum

MEDA is awaiting the signing by MoSHW of the first contract's two addenda which were requested in August of 2006.

Table 2: Performance Indicators

Milestones and Results		3rd Quarter 2004-Q1	4th Quarter 2004-Q2	1st Quarter 2005-Q3	2nd Quarter 2005-Q4	3rd Quarter 2005-Q5	4th Quarter 2005-Q6	1st Quarter 2006-Q7	2nd Quarter 2006-Q8	3rd Quarter 2006-Q9	4th Quarter 2006-Q10	1st Quarter 2007-Q11	2nd Quarter 2007-Q12	3rd Quarter 2007-Q13	4th Quarter 2007-Q14
Strategy 1: Design and implement systems to ensure effective and efficient transfer of vouchers															
1.1	Vouchers Procured	PWV securely stored and available for distribution	PWV securely stored and available for distribution	PWV securely stored and available for distribution	PWV securely stored and available for distribution	PWV securely stored and available for distribution	PWV securely stored and available for distribution	PWV securely stored and available for distribution	PWV securely stored and available for distribution	PWV and IV securely stored and available for distribution	PWV, PPV and IV securely stored and available for distribution	PWV, PPV and IV securely stored and available for distribution	PWV, IV and EV securely stored and available for distribution	PWV, IV and EV securely stored and available for distribution	PWV, IV and EV securely stored and available for distribution
	Results	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed
1.2a	Regional logistics teams identified and trained to manage distribution of vouchers/IRKs	2 Regional Teams trained	2 regions operational	5 regions operational	7 regions operational	11 regions operational	17 regions operational	21 regions operational	21 regions operational	21 regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational
	Results	Completed	5 regions operational	8 regions operational	11 regions operational	15 regions operational	20 regions operational	21 regions operational	21 regions operational	21 regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational
1.2b	IV training and prep									All net manufacturers informed and trained in IV procedures	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions
	Results									Completed	Partial	Completed	Completed	Completed	Completed
1.2c	EV training and prep									N/A	Partners identified and contracted in 6 EV districts	Partners identified and contracted in 6 EV districts	6 EV districts fully launched and operational	6 EV districts fully launched and operational	6 EV districts fully launched and operational
	Results									N/A	Partial	Completed	Completed	Completed	Completed
1.3a	Vouchers Distributed (Targets) PWV	0	22,000	77,000	160,000	300,000	607,000	880,000	1,200,000	1,475,000	N/A	350,000	700,000	1,050,000	
	Results PWV	2000	232,125	428,227	528,000	947,323	1,271,618	1,788,902	2,424,987	2,646,775	2,999,325	3,357,350	3,439,725	4,156,375	4,315,600
1.3b	Vouchers Distributed (Targets) IV									0	336,000	672,000	1,008,000	1,344,000	
	Results IV									90,000	382,900	654,900	872,700	1,159,350	1,311,350
1.3c	Vouchers Distributed (Targets) EV									N/A	N/A	N/A	N/A	N/A	N/A
	Results EV									N/A	N/A	26,040	26,040	26,040	26,040

Milestones and Results		3rd Quarter 2004-Q1	4th Quarter 2004-Q2	1st Quarter 2005-Q3	2nd Quarter 2005-Q4	3rd Quarter 2005-Q5	4th Quarter 2005-Q6	1st Quarter 2006-Q7	2nd Quarter 2006-Q8	3rd Quarter 2006-Q9	4th Quarter 2006-Q10	1st Quarter 2007-Q11	2nd Quarter 2007-Q12	3rd Quarter 2007-Q13	4th Quarter 2007-Q14
Strategy 2: Set up systems for the free distribution of IRK to mothers/caretakers of infants															
2.1	Insecticide Re-treatment Kits procured	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	N/A	N/A	N/A
	<i>Results</i>	<i>Tendered</i>	<i>Supplier selected and order placed</i>	<i>200,000 IRKs in storage in DSM</i>	<i>120,000 IRKs in storage in DSM</i>	<i>90,000 IRKs in storage in DSM, 1,000,000 ordered</i>	<i>350,000 ready for distribution in January</i>	<i>18,000 IRKs in stock at MSD, 800,000 on order</i>	<i>800,000 IRKs received and distributed.</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>
2.2	Number of RCH facilities distributing IRKs to mothers/caretakers of infants	0	0	250	500	1,200	3,826	4,160	4,394	4,160	4,270	N/A	N/A	N/A	N/A
	<i>Results</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>5 regions</i>	<i>11 regions</i>	<i>20 regions</i>	<i>21 regions</i>	<i>21 regions</i>	<i>21 regions</i>	<i>21 regions</i>	<i>21 regions</i>	<i>21 regions</i>	<i>21 regions</i>	<i>21 regions</i>
2.3	Number of IRKs distributed (Target)	0	0	0	40,000	105,000	410,000	815,000	1,005,000	1,205,000	N/A	N/A	N/A	N/A	N/A
	<i>Results</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>80,000</i>	<i>330,400</i>	<i>450,000</i>	<i>764,000</i>	<i>1,600,000</i>	<i>1,600,000</i>	<i>1,600,000</i>				
Strategy 3: Identify, train and monitor selected retail outlets eligible to receive vouchers															
3.1a	Retailers Accepting Vouchers (Target) PWV		Outlets identified in 2 regions accepting vouchers	Outlets identified in 5 regions accepting vouchers	Outlets identified in 7 regions accepting vouchers	Outlets identified in 11 regions accepting vouchers	2,650 retailers identified in 17 regions accepting voucher	3,000 retailers identified in 21 regions accepting voucher	3,100 retailers identified in 21 regions accepting vouchers	3210 retailers identified in 21 regions accepting vouchers	N/A	N/A	N/A	N/A	N/A
	<i>Results PWV</i>		<i>5 regions operating involving 681 retailers</i>	<i>8 regions operating involving 1022 retailers and 63 wholesalers</i>	<i>12 regions operating involving 1372 retailers and 83 wholesalers</i>	<i>15 regions operating involving 2091 retailers and 1119 wholesalers</i>	<i>20 regions operating involving 2618 retailers and 134 wholesalers</i>	<i>21 regions operating involving 3,773 retailers and 174 wholesalers</i>	<i>21 regions operating involving 3932 retailers and 197 wholesalers</i>	<i>21 regions operating involving 4058 retailers and 206 wholesalers</i>	<i>21 regions operating involving 4,263 retailers and 208 wholesalers</i>	<i>21 regions operating involving 4517 retailers and 226 wholesalers</i>	<i>21 regions operating involving 4814 retailers and 233 wholesalers</i>	<i>21 regions operating involving 6,037 retailers and 241 wholesalers</i>	<i>21 regions operating involving 6,509 retailers and 260 wholesalers</i>
3.1b	Retailers Accepting Vouchers (Target) IV									N/A	N/A	2,860	3,796	N/A	N/A
	<i>Results IV</i>									<i>N/A</i>	<i>Retailers 2170 and wholesalers 208</i>	<i>Retailers 3556 and wholesalers 171</i>	<i>Retailers 3,796 and wholesalers 178</i>	<i>15 regions: Retailers 4,586 and 185 wholesalers</i>	<i>15 regions: Retailers 4,880 and 195 wholesalers</i>
3.1c	Retailers Accepting Vouchers (Target) EV									N/A	N/A	230			
	<i>Results EV</i>									<i>N/A</i>	<i>N/A</i>	<i>Retailers 346 and wholesalers 13</i>	<i>Retailers 372 and wholesalers 13</i>	<i>6 Districts: Retailers 392 and wholesalers 13</i>	<i>6 Districts: Retailers 421 and wholesalers 13</i>

Milestones and Results		3rd Quarter 2004-Q1	4th Quarter 2004-Q2	1st Quarter 2005-Q3	2nd Quarter 2005-Q4	3rd Quarter 2005-Q5	4th Quarter 2005-Q6	1st Quarter 2006-Q7	2nd Quarter 2006-Q8	3rd Quarter 2006-Q9	4th Quarter 2006-Q10	1st Quarter 2007-Q11	2nd Quarter 2007-Q12	3rd Quarter 2007-Q13	4th Quarter 2007-Q14
Strategy 4: Design and manage voucher redemption system															
4.1	System Design	Design Redemption System	Design Redemption System	Design Redemption System	Design Redemption System	Design Redemption System	Design Redemption System	Design Redemption System	Design Redemption System	Design Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System
	<i>Results</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>
4.2a	Redemption Rate (Target) PWV								85%	85%	85%	85%	85%	85%	85%
	<i>Results PWV</i>								83%	83%	83%	82%	81%	83%	
4.2b	Redemption Rate (Target) IV									N/A	N/A	N/A	N/A	N/A	N/A
	<i>Results IV</i>									N/A	N/A	N/A	65%	63%	
4.2c	Redemption Rate (Target) EV									N/A	N/A	N/A	N/A	N/A	N/A
	<i>Results EV</i>									N/A	N/A	N/A	N/A	N/A	N/A
4.3a	Vouchers Redeemed PWV (Targets)						408,000	591,600	807,500	935,000	N/A	300,000	600,000	850,000	
	<i>Results PWV</i>	0	33,881	92,264	182,879	279,204	414,878	662,140	1,157,566	1,300,185	1,549,494	352,412	580,091	772,477	
4.3b	Vouchers Redeemed IV (Targets)									N/A	N/A	N/A	N/A	N/A	N/A
	<i>Results IV</i>									N/A	13,892	84,014	181,018	269,257	
4.3c	Vouchers Redeemed EV (Targets)									N/A	N/A	N/A	N/A	N/A	N/A
	<i>Results EV</i>									N/A	N/A	N/A	188	829	
Strategy 5: Design and implement risk management systems to minimize misuse and fraud															
5.1	Risk Management System Development	Record keeping system to document movement of PWVs developed/in tegrated	Record keeping system to document movement of PWVs developed/in tegrated	Record keeping system to document movement of PWVs developed/in tegrated	Record keeping system to document movement of PWVs developed/in tegrated	Record keeping system to document movement of PWVs developed/int egrated	Record keeping system to document movement of PWVs developed/inte grated	Record keeping system to document movement of PWVs developed/i ntegrated	Record keeping system to document movement of PWVs developed/in tegrated	Record keeping system to document movement of PWVs developed/int egrated	Record keeping system to document movement of PWVs and IVs developed/int egrated	Record keeping system to document movement of PWVs and IVs developed/i ntegrated	Record keeping system to document movement of PWVs and IVs developed/in tegrated	Record keeping system to document movement of PWVs and IVs developed/in tegrated	Record keeping system to document movement of PWVs and IVs developed/ integrated
	<i>Results</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>	<i>Completed</i>